

Programme Specification for Postgraduate Programme Leading to: Human Resource Management



Applicable for all postgraduate students starting on or after 1st September 2017

<u>Version No.</u>	<u>Date</u>	<u>Notes – QA USE ONLY</u>	<u>QA</u>
1	July 2019	New Programme Specification created for 2019/20	SB

Postgraduate Taught Programme	
1. Awarding institution	Brunel University London
2. Teaching institution(s)	Brunel University London
3. Home college/department/division	College of Business, Arts and Social Sciences / Brunel Business School
4. Contributing college/department/division/associated institution	LBIC for Alternative FHEQ Level 4 (see section 25)
5. Programme accredited by	Accredited by the Chartered Institute of Personnel and Development (CIPD)
6. Final award(s) and FHEQ Level of Award	MSc Human Resource Management (FHEQ Level 7)
7. Programme title	MSc Human Resource Management
8. Programme type (Single honours/joint)	N/A
9. Normal length of programme (in months) for each mode of study	12 Months (September intake) 15 months (January intake) Where students commence their programme at FHEQ Level 4 in LBIC, the normal length stated above will vary as follows: FHEQ Level 4 April commencement (with placement): + 6 months FHEQ Level 4 June and September commencement (without placement): + 4 months
10. Maximum period of registration for each mode of study	Normal Length of programme (as defined in 9 above) + 2 years
11. Variation(s) to September start	Two entry points, September and January for Standard Level 5 entry. See document "Validated Programme Element Specification for LBIC Pre-Masters in Business and Management (with and without work placement) for Alternative Level 4 entry points.
12. Modes of study	FT
13. Modes of delivery	Standard
14. Intermediate awards and titles and FHEQ Level of Award	PGDip in Human Resource Management Relations (FHEQ Level 7) PGCert in Human Resource Management (FHEQ Level 7)
15. UCAS Code	N/A
16. JACS Code	N600
17. Route Code	N600PHURESMC N600PNVHRM (for programmes including LBIC alternative levels)
18. Relevant subject benchmark statements and other external and internal reference points used to inform programme design	QAA UK Quality Code for Higher Education which includes the English Framework for Higher Education Qualifications within Part A on Setting and Maintaining Academic Standards. QAA most recent Subject Benchmark Statements - Business and Management Brunel 2030

	Brunel Placement Learning Policy, as published under the 'Placements' section of the ' Managing Higher Education Provision with Others ' page.
19. Admission Requirements	Details of entry requirements are provided on the University's and College website. Course specific entry criteria are given on the course pages. Levels of English for non-native speakers are outlined on Brunel International's language requirements pages.
20. Other relevant information (e.g. study abroad, additional information on placements)	The learning outcomes of the HRM MSc programme have been mapped against the CIPD Advanced level Diploma in HRM/HRD rules of combination. On receiving your academic award you may be able to apply to the CIPD in order to use your award as evidence that you have demonstrated the requirements for the award of membership. For further details refer to CIPD web site. http://www.cipd.co.uk/about/profstands/practitioner/default.htm
21. Programme regulations not specified in Senate Regulation 3. Any departure from regulations specified in Senate Regulation 3 must be stated here and approved by Senate.	N/A
22. Further information about the programme is available from the College website.	http://www.brunel.ac.uk/courses/postgraduate/human-resource-management-msc

23. EDUCATIONAL AIMS OF THE PROGRAMME

The aim of this MSc is to provide a critical theoretical and applied knowledge and understanding of human resource management. Graduates as prospective entrants to HRM roles, as 'thinking performers', should be able to address business and professional situations knowledgeably making contributions to improved organisational performance and delivery of sound personnel/HR practice and services. The course provides opportunity to evaluate theoretical frameworks relevant to the study and practice of human resource management under conditions of change. Students will examine a range of HRM approaches, techniques and methodologies, and manage their personal development, in terms of transferable intellectual and employability skills, as appropriate for continuing learning in a professionally related career.

The course is designed for those who wish to become human resource practitioners in academic, consultancy or commercial settings. Practitioners seeking a more in-depth Master's qualification in human resource management, rather than an MBA, will find the course of interest.

24. PROGRAMME AND INTERMEDIATE LEARNING OUTCOMES

The programme provides opportunities for students to develop and demonstrate knowledge and understanding (K) cognitive (thinking) skills (C) and other skills and attributes (S) in the following areas:

FHEQ Level	Category (K = knowledge and understanding, C = cognitive (thinking) skills, S = other skills and attributes)	Learning Outcome	Masters Award Only	Associated Assessment Blocks Code(s)	Associated Study Blocks Code(s)	Associated Modular Blocks Code(s)
5						
5	K1	HRM/ER issues and applications arising from the changing nature of work and employment and the contexts within which HRM/ER takes place: government action, legal requirements and wider societal and global trends.				MG5595 MG5617 MG5618 MG5577 MG5591 MG5565 MG5594

	K2	Relationships (strategic and operational) between employing organisations and economic and institutional frameworks.				MG5593 MG5596 MG5617 MG5618 MG5565 MG5592
	K3	Ethics, professionalism, equal opportunities and diversity in employment.				MG5617 MG5618 MG5577 MG5591 MG5593
	K4	HRM/ER implementation by line managers, functional specialists and consultants, and their interactions.				MG5595 MG5617 MG5618 MG5591
	K5	HRM/ER contributions to organisational activity through: recruitment-selection; rewards and performance management; learning and training processes; motivation and satisfaction and the regulation of employer-employee relations.				MG5595 MG5617 MG5618
	C1	Research and offer policy advice that may support the contribution of organisational members to its purposes/objectives and the wider society (e.g. organisational membership behaviours and culture; motivation, rewards and organisational performance; HRM service delivery and evaluation).				MG5595 MG5617 MG5618 MG5577 MG5510 MG5596 MG5592
	C2	Research and offer policy advice which may inform on rights and obligations arising from contracts of employment and associated regulation and legislation, accounting for conflicts of interest and confidentiality.				MG5577 MG5617 MG5618
	C3	Critically analyse and advise on: working practices and HR/ER change; processes and systems of recruitment and related HRM/ER policy; learning and development needs, programmes and their evaluation; employee commitment and mediation of conflict at work; matters of ethics and right conduct associated with HRM/HRD				MG5617 MG5618 MG5593 MG5591
5	C4	Demonstrate ability to conduct research into business and management issues through research design, data collection, analysis, synthesis and reporting.	X			MG5510
	S1	Demonstrate problem analysis involving data/information manipulation, decision-making and solution development abilities.				ALL
	S2	Communicate findings and arguments clearly to different audiences.				ALL

	S3	Research, plan and execute a significant investigative project relating to the field of HR management and/or practice.				MG5615 MG5510 MG5595 MG5617 MG5577 MG5594
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Learning/teaching strategies and methods to enable learning outcomes to be achieved, including formative assessments

Methods will ensure a theoretical or academic approach with subject matter addressed faster than at undergraduate level to provide breadth and depth for evaluation of current research and scholarship in the discipline. Methods include: lectures, investigations, student-led seminars and case study groups. Critical reading and seminars extend the analysis and presentation of contexts, ideas and methods. Individual and teamwork assignments and presentations build awareness and give opportunity to explore the practical implications of theory. Practice is covered through cases, visiting practitioner speakers, skills workshops, learning sets, IT skill exercises etc. The MSc offers on-line learning resources giving access to lecture guides, notes/sides, cases and other resources. Students make presentations using PCs and digital projectors.

The dissertation project is essentially a self-planned and self-directed activity under the supervision of an appropriate tutor. It continues the development of skills in HRM, functions as a problem-solving assignment and as the capstone of the MSc degree. It provides the opportunity to carry out a significant project that combines the specialist and core knowledge and skills developed over the MSc programme. It enables the student to demonstrate the contribution that the MSc programme has made to managerial knowledge and understanding.

Lectures, seminars, tutorials and dissertation project together with investigations, workshops and case analysis, all extend the range and level of thinking i.e. skills of analysis and synthesis of contexts, ideas, methods and practice - required by the course. Such approaches build critical awareness as students explore the robustness and limitations of theory and its HR application.

The dissertation project is the capstone demonstration of these various skills, requiring students to conceive, justify, design in detail and execute a major project, which requires students to demonstrate skills designing a viable project, in gathering and collating material, assessing its relevance for the chosen project, formulating and sustaining a coherent argument.

The dissertation project as a substantial student managed learning activity that has specific relevance for S3 as well as supporting the development of S1-S3 and module assessment instruments will develop abilities across the range S1-S3.

Seminars and case study groups require students to debate their analysis of the substance and presentation of HR contexts, ideas and methods (C and S). Some modules feature studio work and labs for interpersonal skills development and IT applications. Seminars, individual and group work assignments and case studies, visits to e.g. employment tribunals and meeting visiting HR practitioners – all provide opportunity to explore the practical implications of theory and HR application. Assignments, seminars and presentations and studios involve the use of personal computers: software and Internet tools.

Several core modules e.g. Theory and Practice of Management, feature assessed and unassessed personal development activities reflecting C and S. These rehearse the self-managed learning required by the Chartered Institute of Personnel and Development's continuing professional development scheme. The review and assessment of personal development exercises will form the basis of discussion at meetings with personal tutors and learning sets.

Summative assessment strategies and methods to enable learning outcomes to be demonstrated.

K1-K5 are tested variously by:

- examinations, or essays and reports typically involving e.g. examination of published literature and data on particular topics/issues
- the use and evaluation of relevant IT tools and analysis of data sets
- using published case studies and new situations investigated by students themselves. Where modules feature an examination these may include case materials to test student analysis and evaluation of the relevance and application of theoretical frameworks to realistic situations.
- workshop activities, presentations and/or delivering seminar papers as featured in the assessment strategy of many modules.

- Dissertation project investigations and the report itself test learning outcomes across K1-K5. Field experience associated with the Dissertation project will typically address K5.

As for K: Knowledge and Understanding. Assessment focuses on the student's ability evaluate the rigour of management thinking and practice informed by a critical understanding of theory and prescriptions relating to HR management processes. These skills are assessed at module level using various assessment instruments: coursework tasks, investigative exercises, tutor, self and peer review of workshop exercises, formal examinations and dissertation project completion.

The dissertation project is the overarching product that demonstrates student ability in S. Many module assessment instruments also test S.

Several core modules e.g. Theory and Practice of Management, HRM Contexts, Concepts and Policy, feature assessed personal development activities contributing to formative commitments.

Coursework assignments and assessed seminars and presentations require students to debate verbally and in writing thus testing skills relevant to C and S. Studio work exercises for interpersonal skills development and lab tasks involving IT applications, where featured in module assessment, will test outcomes across S. Many assignments, student-led seminars and presentations, require support of communication using PCs and digital projectors.

An example assessment sheet for presentation- based assessment is given as Appendix 2.

25. Programme Structure, progression and award requirements

Programme structures and features: levels, assessment blocks, credit and progression and award requirements

The following table shows the overall programme structure for both September and January intakes (subject to School scheduling constraints):-

Term	September intake	January intake
<p>Term 1 (Autumn)</p> <p>October-December</p>	<p>Four taught modules:-</p> <p>MG5617 Human Resource Management: Contexts, Concepts and Policies I (15 credits)</p> <p>MG5577 International and Comparative Human Resource Management (15)</p> <p>MG5595 Organisational Behaviour (15)</p> <p><i>plus one optional module, from:</i></p> <p>MG5565 International Management (15)</p> <p>MG5592 Entrepreneurship (15)</p> <p>Coursework submission</p>	
<p>Term 2 (Spring)</p> <p>January – March</p>	<p>Four taught modules:-</p> <p>MG5618 Human Resource Management: Contexts, Concepts and Policies II (15 credits)</p> <p>MG5594 Knowledge Management, Social Networks and Innovation (15)</p> <p>MG5615 Understanding Business and Management Research (15)</p> <p><i>plus one optional module, from:</i></p> <p>MG5591 Global Diversity Management (15)</p> <p>MG5596 Strategic Management (15)</p> <p>MG5593 International Business Ethics and Corporate Governance (15)</p> <p>Start of MG5510 Dissertation (60 credits) + <i>Dissertation supervisor allocated</i></p> <p>Coursework submission & Exam period</p>	
<p>Term 3 (Summer)</p> <p>June – September</p>	<p>Continuation of MG5510 Dissertation</p> <p>Submission of MG5510 Dissertation (end of September)</p>	
<p>Term 1 (Autumn, next academic year)</p> <p>October – December</p>	<p>(N.B. The next September intake students will have joined the January intake students in this term for the modules listed in the right hand column.)</p>	<p>Four taught modules:-</p> <p>MG5617 Human Resource Management: Contexts, Concepts and Policies I (15 credits)</p> <p>MG5577 International and Comparative Human Resource Management (15)</p> <p>MG5595 Organisational Behaviour (15)</p> <p><i>plus one optional module, from:</i></p> <p>MG5565 International Management (15)</p> <p>MG5592 Entrepreneurship (15)</p> <p>Coursework submission</p>
<p>Spring (next academic year)</p>		<p>Continuation leading to submission of MG5510 Dissertation (end of March)</p>

- **Compulsory block:** one which all students registered for the award are required to take as part of their programme of study. These will be listed in the left hand column;

- **Optional block:** one which students choose from an 'option range'. These will be listed in the right hand column;
- A **core assessment** is an assessment identified within an assessment block or modular block (either compulsory or optional) which must be passed (at grade C- or better) in order to be eligible to progress and to be eligible for the final award. All core assessments must be specified on the programme specification next to the appropriate assessment or modular block:

Where students are expected to pass the block at C- or better, but not necessarily all elements, then the block itself is core.

e.g. AB5500 Project (40)

Core: Block

Where only some elements of assessments are required to be passed at C- or better, these will be identified by listing each element that is core

e.g. ABXXX1 Title (XX credits)

Core: 1 & 4

Where students are expected to pass all assessments in a block then this will be identified. By setting the assessment this way, students are also required to pass the block by default. This will be identified thus:

e.g. ABXXXX Title (XX credits)

Core: All, Block

- A **non-core assessment** does not have to be passed at grade C- or better, but must D- or better in order to be eligible for the final award.

FHEQ Level 4	
The FHEQ Level 4 structure available to international students is specified in document "Validated Programme Element Specification for LBIC Pre-Masters in Business and Management (with and without work placement)". This document also specifies the admission and progression requirements.	
FHEQ Level 5	
Compulsory assessment block codes, titles and credit	Optional assessment block codes, titles and credits
Compulsory study block codes, titles and credit volume	Optional Study block codes, titles and credit volume
Compulsory modular block codes, titles and credits	Optional modular block codes, titles and credits
All modules are 15 credits unless otherwise specified	All modules are 15 credits unless otherwise specified
MG5577 International and Comparative Human Resource Management	Select two of:
MG5594 Knowledge Management, Social Networks and Innovation	MG5565 International Management
MG5595 Organisational Behaviour	MG5591 Global Diversity Management
MG5615 Understanding Business and Management Research	MG5592 Entrepreneurship
MG5617 HRM in Context: Resourcing, Performance and Assessment	MG5593 International Business Ethics and Corporate Governance
MG5618 Contemporary HRM: Policy, Development and Evaluation	MG5596 Strategic Management
MG5510 Dissertation (60 credits) Core: Block	
FHEQ Level 5 Progression and Award Requirements	
As per Senate Regulation 3	
PGDip may be awarded with the substitution of the dissertation MG5510 for the following modular block:	
MG5615 Understanding Business and Management Research (15 credits)	

Please note: this specification provides a concise summary of the main features of the programme and the learning outcomes that a student might reasonably be expected to achieve and demonstrate if he/she takes full advantage of the learning opportunities that are provided. More detailed information on the learning outcomes, content and teaching, learning and assessment methods can be found in the modular block, assessment and study block outlines and other programme and block information. The accuracy of the information contained in this document is reviewed by the University from time to time and whenever a modification occurs.